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OFFICE OF RESEARCH AND REPORTS

Career Service Board Policy
No. 5

18 April 1957

SUBJECT: The Career Development Program of the Office of Research and
Reports

I. Purpose

The purpose of this issuance is to prescribe ORR policies, responsibilities, and procedures for implementing a career development program responsive to the mission and functions of ORR and to the broad Agency objectives of career planning.

II. General

The Agency has recognized the importance of "Career Development" by providing organizational mechanisms^{1/} for accomplishing the objective of "personnel-management practices which will develop people to the fullest extent to meet present and anticipated personnel needs of the Agency and

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to encourage their long-term service with the Agency,"^{1/} and for developing a policy that "contemplates a progressive program that identifies, develops, effectively utilizes, and rewards individuals who have qualifications required by the Agency, motivates them toward rendering maximum service to the Agency, and eliminates from the service, in an equitable manner, those who fail to perform as effective members of the Agency."^{2/}

III. Definitions

A. The Career Staff

"A Group of carefully selected and trained individuals who accept an obligation to devote themselves to the needs of the Agency, and who intend to make a career with the Agency."^{3/}

B. Career Development Program

An organized approach to the development of individuals toward full utilization of their innate and acquired capacities to meet present and anticipated needs of ORR and the Agency.

C. Career Preference Outline

"A Career Preference Outline for an individual is a documented description of his career interest and proposed career activities for

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an appropriate specified time, to which are appended the comments of his supervisor and his Career Service."^{1/}

D. Career Development

The stages and degrees of achievement realized by individuals, through various available means, in progressing toward the ultimate goal of full utilization of their capabilities.

E. Supervisor

For purposes of this program, a supervisor is defined as the appropriate Branch Chief or more senior officer in the "line of command."

IV. Policy

Under the Agency career development program, it is the policy of ORR to further the growth and achieve the maximum utilization of each individual's capabilities, while recognizing individual differences in ability, interest, and motivation in relation to the needs of this Office and of the Agency."^{2/}

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^{2/}It must be recognized that this program is in its early stages of implementation; that further experience in its application will clarify the benefits that will accrue from it to the individual and to the Agency; and that Career Preference Outlines are intended primarily to permit Agency officials to consider an individual's desires in association with other factors affecting an individual's career.

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V. Scope and Nature of Career Planning for Individuals

Career planning by an individual involves detailed processes of self-analysis, appraisal, and evaluation of his capabilities and of the motivations that relate to his work (some of which may be subconscious); and of rational appraisal of his interest in the various types of work assignments within CIA. To be effective, the individual's preference in career development must represent his convictions and be an honest expression and interpretation of his capabilities, aspirations, and desires. The statements contained in the Career Preference Outline will serve as the basis for discussion between the individual and his supervisor.

The first element entering into the determination of career preferences is an understanding of the individual's own job, of the jobs closely related to his, and of other jobs that bear some relationship to his qualifications, capability, interest, and estimated potential. This involves knowledge of job requirements, standards of performance, normal job-progression patterns, and the nature of what the day-to-day work means in terms of holding interest, providing a challenge, or basically satisfying human "job wants." Obviously, it is impossible for a single individual to have all the detailed knowledge about jobs that is needed for determining his career preference. Help can and should come from competent, well-informed supervisors or other officers able to provide counsel.

Self-appraisal is the second element of career planning for the individual. An individual -- independently or in cooperation with his

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supervisors or other appropriate officers -- must appraise his inherent and acquired capabilities and his strengths and weaknesses in relation to known job opportunities and qualifications required to meet the needs of the Office and the Agency. One reason for appraising capabilities is the need for recognizing correctable deficiencies in order to attain maximum utilization of capabilities and potentials of the individual.

A third factor as far as the individual is concerned is the quantitative and qualitative evaluation of his accomplishment. Application of capabilities, as demonstrated by daily performance of his job, determines in large part the individual's progress, maintenance of status quo, or retrogression. Since this can be recognized and evaluated, it plays an important role in determining whether an individual can be given more or less responsibility. In this way an individual's progress becomes a matter of daily mutual concern for himself and his supervisor. The growth or lack of growth in work accomplishment becomes a substantial factor in career development.

The primary concern of the career program is to help each individual improve his capabilities in order to make all of his resources, developed and latent, available for Agency utilization and to enhance his personal progress. There are many varieties and combinations of formal and on-the-job training, work assignments, and other opportunities for learning that can be drawn upon to counteract weaknesses and deficiencies. Commensurate with his demonstrated ability, interest, and motivation, every

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employee should be encouraged and given the opportunity to expand his capabilities and potential usefulness through all available means within the limitations imposed by the work requirements of the Office.

VI. Responsibilities

Each individual must critically and objectively examine his daily, monthly, or yearly achievement in terms of what he knows he can do and wants to do. The actual process of developing a career is in the first place the responsibility of the individual. The supervisor on the other hand is responsible for the development of human resources in response to Agency requirements. His daily role must be that of a judicious counselor. He can encourage the individual in the processes of self-analysis, appraisal, discovery of interest and motivations and can stimulate his thinking. The individual should not be told what his career plans should be -- his career preference should represent his own thinking based on what he has learned. A supervisor-supervised relationship built upon sincerely constructive motivation cannot but yield mutually desirable results.

The closer the supervisor and the supervised can relate the career development program to the basic desires of the individual to belong to something he believes to be worth while and something to which he can fully devote his mind and energies, the closer ORR will come to achieving a natural developmental process for the individual's growth on the job.

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VII. Procedures

The Career Preference Outline, Form No. 1030, will be used as the basic career development document to standardize the function of career planning for members of ORR. The proposals expressed by the individual in the Career Preference Outline may include suggested retention in his present unit, reassignment, training, and any logical combination of these types of actions. Such proposals may be specific or general in terms of time and place. Although reassignment and formal training may be proposed, the function of career planning for individuals does not imply that such actions are inherent in career progression. The proposals expressed by the individual in the Career Preference Outline are not commitments for the individual or the Agency, but are guides to be considered in making future personnel decisions affecting the Agency. Due consideration will be given to the desires of the individual but these must be compatible with the needs of the Agency and with the individual's known and demonstrated ability and his evaluated potential.

Supervisors will assure that Career Preference Outlines for Career Staff members, as a rule, are prepared by the individual during the time his next annual Fitness Report is under consideration or immediately subsequent thereto. However, Outlines for all Career Staff members at grades GS-11 and GS-12 must be completed by 1 January 1958 and those at GS-13 by 1 April 1958. Normally Career Preference Outlines will be prepared only by members of the Career Staff.

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Career Preference Outlines of individuals assigned overseas will be prepared at least four weeks prior to their departure regardless of their grade. The preparation of Career Preference Outlines of individuals currently overseas or assigned away from Headquarters normally will be deferred until their return at which time the Career Preference Outline will be prepared within ninety days.

The Career Preference Outline will be prepared in accordance with the instructions attached to the form and in accordance with the policies and philosophy contained herein. Branch Chiefs or officers higher in the supervisory channel will advise and assist as necessary or desirable in the preparation of the Outline.

The Administrative Staff, ORR has provided for the assignment of a full-time Career Support and Training Administrative Officer whose responsibility it will be to provide such information, coordination, liaison, and advisory support as may be required or desired by individuals or supervisors in connection with this program. Information pertaining to career development within ORR is readily available. Information on potential career development outside of ORR will in some cases be difficult to obtain, but generally will be most effectively acquired by liaison between ORR's Career Support and Training Administrative Officer and his counterparts in other major components of the Agency.

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The Career Preference Outline (Form No. 1030) will be prepared in an original and two copies and forwarded, after discussion with the appropriate supervisor, through channels, to the ORR Career Support and Training Administrative Officer. The comments of the supervisors in the command channel should include their opinions of the Outline plus specific recommendations, if possible, for future utilization of the individual.

The ORR Career Support and Training Administrative Officer will provide whatever staffing is deemed necessary in order to prepare the Outline for consideration by the ORR Career Service Board. The Board, with the future needs of ORR and the Agency in mind, will review the individual's stated career preference and the supervisor's comments in association with the individual's record of qualifications, performance, and potential, prior to noting and commenting on the Outline.

After consideration by the ORR Career Service Board, the original of the Outline will be forwarded to the Office of Personnel with the comments of the ORR Career Service Board and a copy will be placed in the individuals's ORR file. A third copy will be returned, through channels, for retention by the individual's Division or Staff Chief, after the comments of supervisors and the ORR Career Service Board pertaining to the Outline have been discussed with the individual by his supervisor. The completed Career Preference Outline then becomes

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an essential element of the individual's record used by management at all levels in matters pertaining to Agency personnel.

Copies of the Career Preference Outline may be shown or distributed, subject to the approval of the Chairman, ORR Career Service Board, to officials in other Career Services who may be concerned with an individual's career development or utilization.

Proposals for changes in the Career Preference Outline may be initiated by the individual at any time subsequent to the initial preparation of the Outline. Major changes or revisions will be subject to the same review required in the processing of the original Outline.

Adopted by CSB/RR: 25 APR 1957
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OTTO E. GUTHE
Chairman, ORR Career Service Board

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